

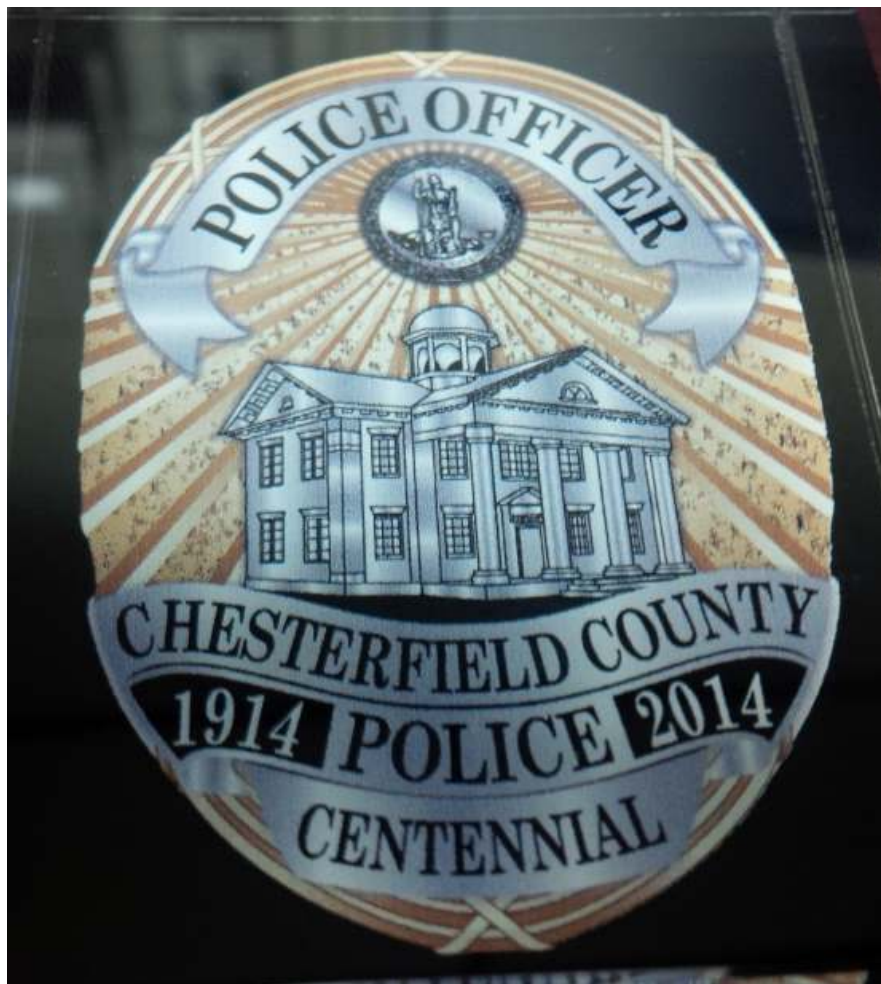
*Chesterfield
County*



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Strategic Plan FY2016-2020



Planning Today to Meet the Law Enforcement Challenges of the Future

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Mission Statement

Providing a First Choice community through excellence in public service

Vision Statement

To be an extraordinary and innovative community in which to live, learn, work and play

Values**RESULTS****INNOVATION****SERVICE****ETHICS****Blueprint Chesterfield Goal 2: Safety and Security**

Goal definition - Partner with residents to provide a safe and secure community through prevention, readiness, and professional response

Objectives:

- 2.1 Enhance community preparedness through prevention**
- 2.2 Increase safety and perception of safety**
- 2.3 Reduce incidents that result in injury, death and property damage**
- 2.4 Reduce the recurrence of incidents that negatively impact county resources**

Countywide Public Safety Division Priorities

- 1. Recruit, develop and retain a high performing workforce**
- 2. Community risk reduction**
- 3. Meet critical technology needs**

Police Department Priorities

- 1. Continue highway safety efforts**
- 2. Reduce the crime rate and increase the criminal case clearance rate**
- 3. Enhance community outreach efforts, including social media channels**
- 4. Offer enhanced training opportunities for employees**
- 5. Achieve national accreditation**

Animal Services Unit Priorities

- 1. Ensure that personnel continue to enforce state laws and county ordinances as they pertain to domestic animals**
- 2. Maximize the number of live exits and continue to provide care and housing for animals remaining**
- 3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided**

CHESTERFIELD COUNTY POLICE DEPARTMENT

Vision Statement

The Chesterfield County Police Department is committed to being a nationally recognized leader in law enforcement through hiring, training, and promoting the finest police professionals. Our department is dedicated to the use of innovative and adaptive law enforcement technology, as well as implementing effective crime prevention strategies with our community partners. We are devoted to ensuring the safety and security of our community through exceptional service.

Mission Statement

The mission of the Chesterfield County Police Department is:

- To **serve** the people of Chesterfield County with integrity and professionalism;
- To **protect** the quality of life, safety, and security of our diverse community through proactive enforcement efforts and effective crime prevention strategies;
- To **lead** the community in solving problems and building partnerships.

Core Values

- **IN**tegrity
- **S**ervice
- **P**rofessionalism
- **I**nnovation
- **R**esponsibility
- **E**xcellence

These values, when combined as an acronym, create our overarching ideal: to **INSPIRE** each other and our department.

Note: New vision, mission, and core values adopted January 2014



CHESTERFIELD COUNTY POLICE DEPARTMENT

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The Chesterfield County Police Department develops a five-year Departmental Performance Plan to address the law enforcement and service needs of the residents of Chesterfield County. The Departmental Performance Plan incorporates the goals and objectives established by Chesterfield County's Strategic Plan. The police department's command staff reviews the goals and objectives in the county's Strategic Plan, and determines the direction the police department must take to meet these goals and objectives.

This document outlines the police department's service efforts, accomplishments, and future challenges. It will assist in developing the Departmental Performance Plan for the future and help county leaders fulfill the county's vision.

An implementation plan included in this document will enhance our ability to provide the highest quality service to the residents of Chesterfield County. This plan includes staffing, equipment, information technology, facilities, programs, and staff development, all of which impact the department's ability to achieve its goals and the goals set forth in the county's Strategic Plan.

Given the growth and changing demographics of Chesterfield County, the police department must respond accordingly. Hence, change is inevitable. By making these changes, we will continue to be a nationally recognized leader among law enforcement agencies in providing a safe and secure community in which to live. In 2014, the department celebrated a century of service to the community. This included developing a new vision, mission, and core values. The commemoration of the 100th anniversary was held Nov. 6, 2014.

A handwritten signature in black ink, appearing to read "Col Thierry G. Dupuis".

Colonel Thierry G. Dupuis, Chief of Police



Departmental Performance Plan Time Line

<i>June</i>	Division Commanders submit a prioritized list of projected new resources for the FY2016 through FY2020 Departmental Performance Plan (use the attached form) to Bureau Commanders.
<i>June</i>	Bureau Commanders submit a list of projected new resources (use the attached form) to Sr. Administrative Analyst.
<i>August</i>	Bureau and Division Commanders submit Accomplishments and Future Challenges to Sr. Administrative Analyst.
<i>August</i>	Bureau and Division Commanders submit performance measure results to Police Planning & Information Services Division.
<i>August</i>	Bureau Commanders meet with Colonel and Lt. Colonels to review new resource requests.
<i>September</i>	Bureau and Division Commanders submit justifications for new resource requests to Sr. Administrative Analyst.
<i>September</i>	Bureau Commanders, OPS, and Finance Unit Chief of Administrative Services meet to establish departmental priority list of additional funding requests for FY2016 and FY2017.
<i>September</i>	Colonel and Lt. Colonels finalize departmental priority list of additional funding requests for FY2016 and FY2017.
<i>October</i>	Draft Departmental Performance Plans reviewed by Bureau and Division Commanders.
<i>November</i>	Departmental Performance Plan reviewed and approved by Colonel and Lt. Colonels.
<i>December</i>	Final FY2016 – FY2020 Departmental Performance Plan distributed to Command Staff.



Departmental Performance Plan Goals

GOAL 1: To provide effective policing and ensure continued public safety

GOAL 2: To increase community members' safety and the perception of safety

GOAL 3: To reduce and control criminal activity

GOAL 4: To establish, maintain and enhance community partnerships that help ensure a safe community

GOAL 5: To maximize operational efficiency and deliver excellence in customer service

GOAL 6: To increase the proportion of crime cleared by arrest

GOAL 7: To be the law enforcement employer of choice



Departmental Performance Plan Program Inventory

Police Program 1: Uniform Operations / Patrol

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety and

2.3 Reduce incidents that result in injury, death and property damage

Department Goal:

Goal 1. To provide effective policing and ensure continue public safety

Goal 2. To increase community members' safety and the perception of safety

Goal 3. To reduce and control criminal activity

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Program Description: Provide first response to calls for service, preventative patrol, and enforcement of state laws and county ordinances. Support community policing efforts and provide off-duty officers to businesses in the county.

Types of Performance Measures:	Types of customers and description of number served:	Is this service mandated: Yes
<p>Number of calls for service and assists</p> <p>Police activities</p> <p>Average response time for priority one calls</p> <p>Number of alcohol related crashes</p> <p>Number of DUI arrests</p> <p>Number of NIBRS incidents reported to State Police</p>	<p>Internal and external</p>	<p>If mandated, by what authority: Federal, State, County</p>



Departmental Performance Plan Program Inventory

Police Program 2: Criminal Investigations Division Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.2 Increase safety and perception of safety Department Goal: Goal 3. To reduce and control criminal activity Goal 6. To increase the proportion of crime cleared by arrest		
Program Description: Investigate major crimes against persons, property, and special victims; this division includes the domestic violence coordinator and forensics.		
Types of Performance Measures: Number of cases assigned to Criminal Investigations Number of cases cleared by Criminal Investigations	Types of customers and description of number served: Internal and external	Is this service mandated: Yes If mandated, by what authority: Federal, State, County



Departmental Performance Plan Program Inventory

Police Program 3: Special Investigations Division Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.2 Increase safety and perception of safety Department Goal: Goal 3. To reduce and control criminal activity Goal 6. To increase the proportion of crime cleared by arrest		
Program Description: Investigate organized criminal activity, to include narcotics organizations and gangs. Apprehend wanted persons, reduce unexecuted criminal warrants, and extradite wanted persons.		
Types of Performance Measures: Number of cases assigned to Special Investigations Number of cases cleared by Special Investigations	Types of customers and description of number served: Internal and external	Is this service mandated: Yes If mandated, by what authority: Federal, State, County



Departmental Performance Plan Program Inventory

Police Program 4: Personnel & Training Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources

Department Goal:

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Goal 7. To be the law enforcement employer of choice

Program Description: The Personnel Unit focuses on recruitment, testing, background investigation, and selection of personnel for recommendation for hire; administering the career development program; and processing of all permits and licenses. The Training Unit provides all recruit, in-service, and specialized training (SWAT) and career development education, as well as firearms and vehicle operation training. This division also includes Enon and EVOC facility operations.

Types of Performance Measures:	Types of customers and description of number served:	Is this service mandated: Yes
Number of applicants for police officer recruit	Internal and external	If mandated, by what authority: Federal, State, County
Number of applicants approved for panel interview		
Number of applicants hired		
Number of training classes conducted		
Number of persons instructed		
Number of man-hours expended instructing		



Departmental Performance Plan Program Inventory

Police Program 5: Information Services Division Chesterfield Blueprint Goal 2: Safety & Security County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources Department Goal: Goal 5. To maximize operational efficiency and deliver excellence in customer service Goal 6. To increase the proportion of crime cleared by arrest		
Program Description: Manage police records management system and statistical reporting to state police; coordinate information retrieval, crime analysis and systems support, including mobile data computers and traffic analysis.		
Types of Performance Measures: Number of incoming calls to RMS line Number of calls answered by Records Specialists Number of officers assisted with RMS reporting	Types of customers and description of number served: Internal and external	Is this service mandated: Yes If mandated, by what authority: Federal, State, County



Departmental Performance Plan Program Inventory

Police Program 6: Community Services Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.1 Enhance community preparedness through prevention

Department Goal:

Goal 2. To increase community members' safety and the perception of safety

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Program Description: Provide crime prevention education, Citizen Academies, Crime Prevention through Environmental Design (CPTED), an apartment safety coordinator, and other services, such as Neighborhood Watch, Project Lifesaver, towing coordinator and volunteer coordinator. This division also provides community services through the School Resource Officer (SRO) program in middle and high schools, and the Success Through Education and Proactive Policing (STEPP) program in all elementary schools. School crossing guards provide safe passage of students on busy roadways.

Types of Performance Measures:

Number of crime prevention programs conducted

Number of persons instructed

Number of man-hours expended instructing

Types of customers and description of number served:

Internal and external

Is this service mandated: Yes

If mandated, by what authority:
Federal, State, County



Departmental Performance Plan Program Inventory

Police Program 7: Management Services Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.1 Enhance community preparedness through prevention

Department Goal:

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Program Description: Assists with operational preparedness, homeland security, and emergency management programs, as well as the Crime Solvers program, public information, and drug court officers. Provides logistical support and maintains custodial care of property and evidence in the possession of the police department. Develops and maintains inventory accountability for the handling of property and evidence, as well as the procurement and administration of issued departmental uniforms, equipment, and supplies.

Types of Performance Measures:

Number of drug tests performed

Number of evidence transactions

Types of customers and description of number served:

Internal and external

Is this service mandated: Yes

If mandated, by what authority:
Federal, State, County



Departmental Performance Plan Program Inventory

Police Program 8: Office of the Chief – Office of Professional Standards, Finance, and replacement vehicle programs

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources

Department Goal:

Goal 2. To increase community members' safety and the perception of safety

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Program Description: Provides overall planning, development, and direction for police services. Provides independent internal inspection service for the chief of police and members of management through the Office of Professional Standards. Provides fiscal control of the department operating budget, asset forfeiture funds, and grant funds, and manages department time accounting function and administration of the county's false alarm ordinance. Manages department vehicle replacement program for sworn positions in patrol and investigations.

Types of Performance Measures:

Budget

Percent change in cost per capita

Number of false alarm calls

Types of customers and description of number served:

Internal and external

Is this service mandated:
Yes

If mandated, by what authority:
Federal, State, County



Departmental Performance Plan Program Inventory

Animal Services Program: Enforcement and Animal Shelter

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety

Animal Services Unit Priority:

Priority 1. Ensure that personnel continue to enforce state laws and county ordinances as they pertain to domestic animals

Priority 2. Maximize the number of live exits and continue to provide care and housing for animals remaining.

Priority 3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided.

Program Description: Enforce state laws and county ordinances as they apply to domestic animals by responding to calls for service by residents. Provide care and housing of animals, maintenance of kennels, and administrative duties. Facilitate the return of animals to owners and the adoption of unwanted animals; promote responsible pet ownership.

Types of Performance Measures:

Number of animals housed at shelter

Number of animals adopted

Number of animals returned to owner

Number of community member contacts (calls, walk-ins, and emails)

Number of volunteer hours

Number of adoption events

Types of customers and description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Over the years, the police department has adopted philosophies in line with the county's goal of providing a “First Choice Community” to its residents. The police department has the responsibility to provide Chesterfield County residents a safe and secure community in which to live by responding to 100 percent of calls for service, investigating crime, apprehending criminals, and providing traffic enforcement and drug education. The police department provides innovative, effective police service by engaging in partnerships with the residents of Chesterfield County.

Chesterfield Clearance Rate vs. National Clearance Rate

<u>Selected Incidents</u>	<u>2013 National Clearance Rate</u>	<u>2013 Chesterfield Clearance Rate</u>	<u>2014 Chesterfield Clearance Rate</u>
Arson	19%	55%	42.5%
Assault	50.9%	80.8%	83.6%
Burglary/B&E	10.9%	20%	19.4%
Homicide*	54.2%	81.8%	57.1%
Larceny/Theft	21.1%	38.2%	35.3%
Motor Vehicle Theft	11.4%	33.8%	38.1%
Sex - Forcible	30.9%	66.5%	56.1%
Robbery	25%	52.9%	45.8%

Source: National NIBRS clearance rate for 2013 is the most current available – published Fall 2014

* Includes all Homicide Offenses



Departmental Performance Plan Providing Quality Service

Workload Indicators

	CY2010	CY2011	CY2012	CY2013	CY2014
Calls for Service & Assists	192,553	190,017	189,023	187,786	186,541
Police Activities	356,862	414,117	481,706	480,383	490,200

Source: Police Key Measures dated 8/29/2014

Ratio of officers to population

	CY2010	CY2011	CY2012	CY2013	CY2014
Chesterfield County Population*	316,000	318,000	319,000	323,000	328,000
Figures based on current funded levels:	June 2010	June 2011	June 2012	June 2013	June 2014
# of sworn officers	501	497	500	504	516
Ratio of officers per 1,000 population -	1.59	1.56	1.57	1.56	1.57

*Annual population estimates provided by County Planning Department. Police Key Measures dated 8/29/2014

\$ Cost per capita (*all figures adopted budget except FY2016 – proposed figure)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016*
Police Operating Budget	\$50,281,400	\$52,274,000	\$55,772,900	\$56,960,100	\$59,391,700	\$58,513,800
Chesterfield Cost Per Capita	\$158.12	\$163.87	\$172.67	\$173.66	\$178.89	\$177.29

*Calculations based on population estimates provided by County Planning annually. Police Key Measures dated 8/29/2014



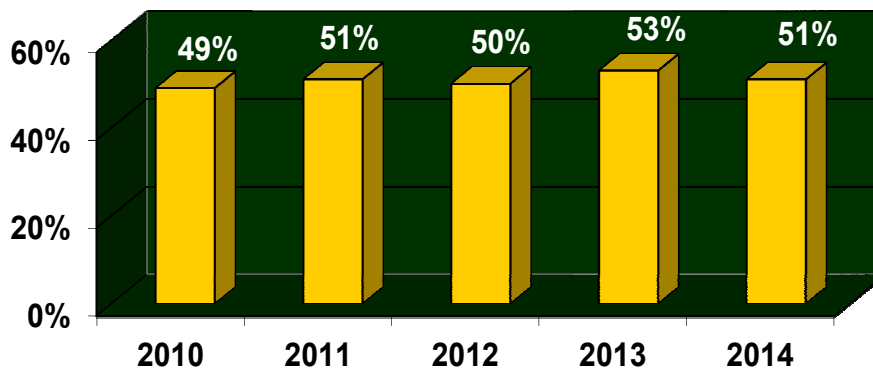
Departmental Performance Plan Providing Quality Service

In Blueprint Chesterfield, the county's Safety & Security goal is defined as: "Partner with residents to provide a safe and secure community through prevention, readiness, and professional response." Our philosophy is to provide "tough," not oppressive, law enforcement. The police department provides strict traffic enforcement and has a reputation of being tough on criminals. Serving the residents of Chesterfield County with "high police visibility" produces more law enforcement and decreases crime. This reputation evolved from department personnel working as a team to create winning strategies and striving to make things happen. Through innovative strategies, Chesterfield County Police Department employees work together to maintain a good clearance rate, incident rate, and response time average, and to provide top-grade equipment and training to our personnel. The following charts depict the department's effective law enforcement in meeting the county's goals and objectives.

Clearance Rate:

Target - 50%

CLEARANCE RATE



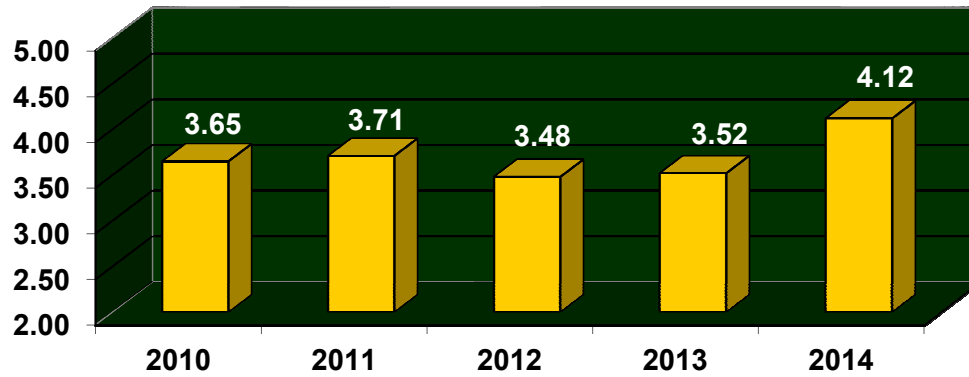
Calendar year figures

Source: Police Key Measures January 2015

Response Time:

Target - less than 3 minutes

RESPONSE TIME (Priority 1 Calls)



Calendar year figures

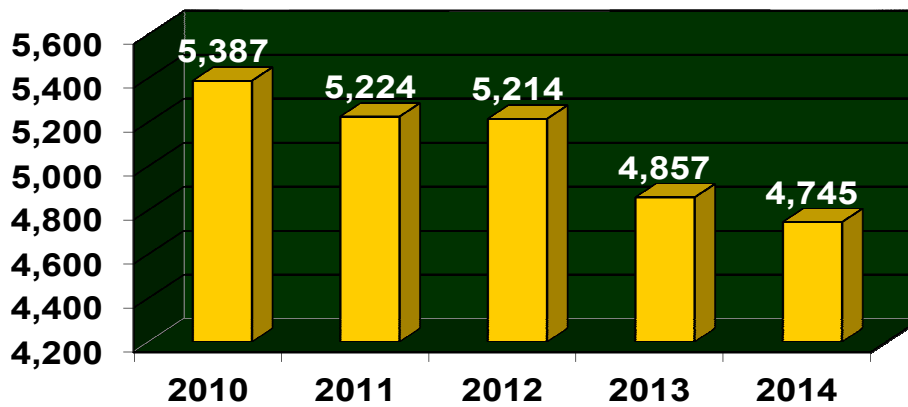
Create to Arrive

Source: Police Key Measures January 21, 2015

Incident Rate:

Target – less than 6,000 per 100,000 population

INCIDENT RATE



Calendar year figures

Source: Police Key Measures January 2015

Highlights and Accomplishments

Department Reorganization

On Aug. 2, 2014, the police department was reorganized in several areas. A new division was created, two other divisions were merged into one, and several other department components were renamed.

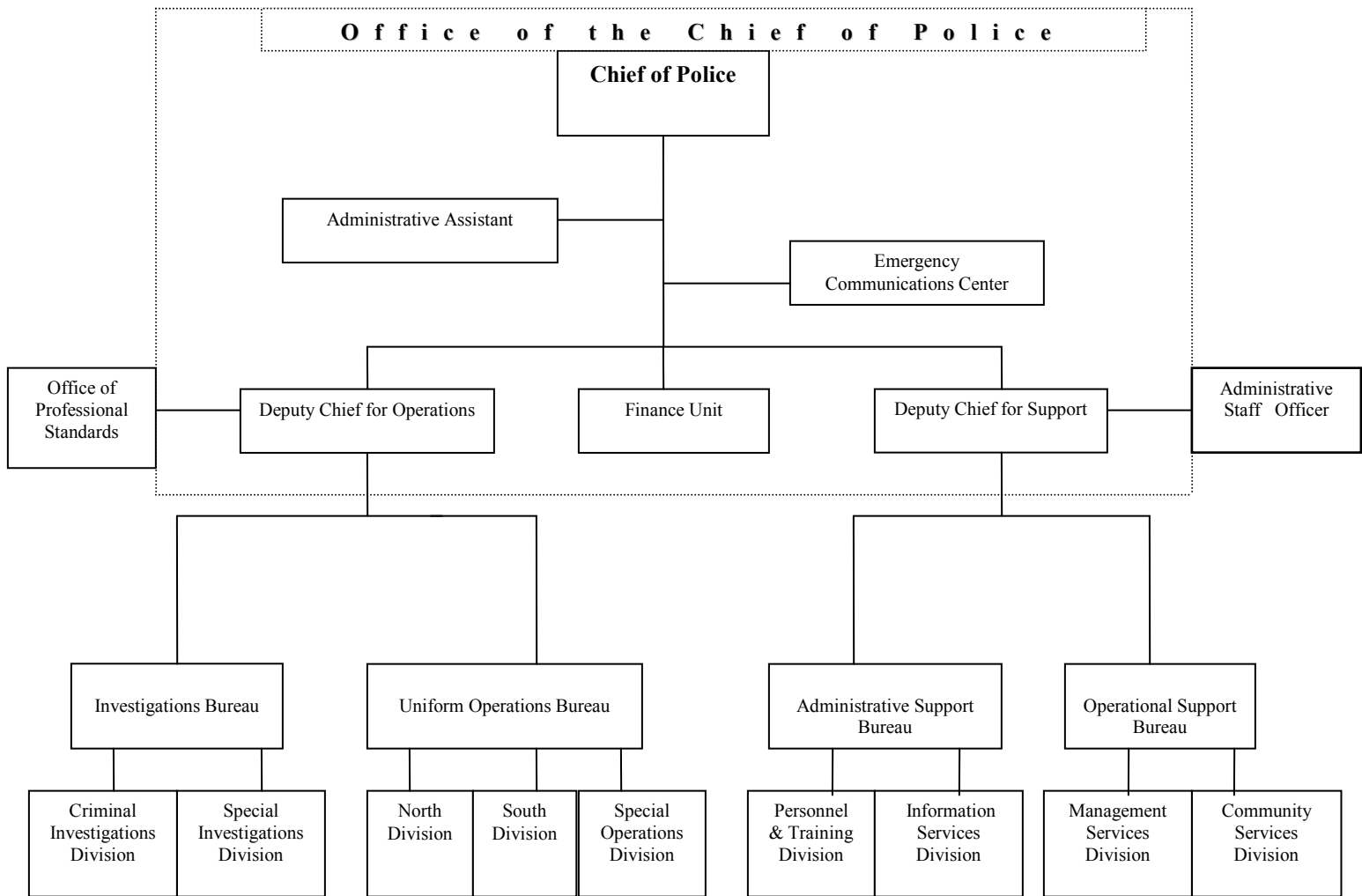
The new division is the Management Services Division. It is a component of the Operational Support Bureau and is composed of the Public Information and Crime Solvers Section, the Property and Evidence Unit, and the Court Services Section. Additionally, the Management Services Division captain continues to serve as the homeland security coordinator.

The Training Division and the Human Resources Division were combined into one command: the Personnel and Training Division. This division is part of the Administrative Support Bureau.

The Support Services Division was renamed the Community Services Division. The division consists of the renamed Crime Prevention and Animal Services units, as well as an expanded School Safety Unit. The School Safety Unit now includes the school resource officer and campus resource officer functions, along with the child safety officer and school crossing guard functions.

The Planning and Information Services Division has been renamed the Information Services Division. Its components are the Crime Analysis and Records Unit and the Systems Support Unit.

The new organizational chart is provided on the following page:



Highlights and Accomplishments

Office of the Chief of Police

Finance Unit:

Department command staff members worked together to prepare for program inventory review with Board of Supervisor members in February 2014 during budget preparations. This was done in much detail on a very short turnaround. The meeting was a success, in that the department was able to fund six new positions, as well as restore some prior-year reductions in its operating and capital budgets.

Staff members organized and prepared for the Community Oriented Policing (COPS) grant site visit in March 2014. The preparation with other department staff members was thorough and the site visit went very well. The formal response included positive comments provided from the COPS grant monitoring specialist.

The Finance Unit worked with Capt. Russ Lescault (retired) and the Accounting and Budget Department, as well as staff at John Tyler Community College, regarding the new Campus Resource Officer (CRO) program. The new positions were approved by the Board of Supervisors, a Memorandum of Understanding was signed, and the program was implemented in 2014 with CRO's for the school's two campuses in Chesterfield County.

The Finance Unit worked with Maj. Kevin Smith and Capt. Brad Badgerow regarding a new funding source from the Office of the Attorney General. This also involved meetings and coordination with Accounting, Budget, and other Finance Unit staff. This funding allowed the department to provide Crisis Intervention Team (CIT) training to department personnel and purchase police equipment for officers and detectives.

The Finance Unit worked with the Accounting department and the police department off-duty employment coordinator reference the implementation of a new county policy, "Non-Tax Accounts Receivable," and the re-establishment of the County Debt Collections Division. The first phase of these collection efforts was police third-party overtime. The next phase will be determined by the Accounting Department and communicated to our department.

Office of Professional Standards:

The Office of Professional Standards (OPS) processed 239 administrative investigations. Of these, 59 were vehicle crashes.

OPS created a new lieutenant's position during the past year. That position has been instrumental in processing internal and external complaints in a timelier manner. Phase II of IAPro (Blue Team) was implemented. Blue Team has enabled this department to streamline its internal and external complaint process, use of force database, and pursuit reviews.

The Office of Professional Standards conducted 19 audits and/or inspections, and 132 drug and alcohol screens. Additionally, 549 use of force reports were reviewed for compliance with training,

Highlights and Accomplishments Continued

policy, and legal regulations.

The Office of Professional Standards assisted with the annual awards ceremony program, which was held on Dec. 5, 2013, by facilitating the award approval process and preparing awards and plaques. A total of 378 members and guests attended the ceremony.

The department approved 82 awards for 2013. There were 367 gift cards distributed for a total dollar amount of \$16,225. In addition, 75 submissions were approved for 790 hours of annual leave and \$6,500 dollars in cash awards was distributed.

Uniform Operations Bureau

The Uniform Operations Bureau (UOB) partnered with the tourism director in Economic Development to communicate about various sporting and large-scale events in the county. This allows the police department to provide enhanced visibility and security for visitors at the event venues and area hotels and restaurants.

The department began a program to issue TASERS to uniformed officers. To date, more than half of the bureau has been trained and issued the devices.

The bureau worked successfully with Amazon to address severe traffic congestion caused by the business' large workforce during peak season (October- December). This effort also included the Virginia Department of Transportation and other county agencies.

The bureau negotiated a new five-year lease for Chester Station at roughly half the monthly rent of the previous lease. The new lease included much needed upgrades to the facility.

Investigations Bureau

Criminal Investigations Division:

The detectives in the Criminal Investigations Crimes Against Property Unit (which includes the Economic Crime Section) investigated more than 3,100 cases in 2013, an increase over 2012 of 100+ cases. The clearance rate increased from 2012 by 9 percent. The total clearance rate (including unfounded cases) was 40.72 percent.

The Criminal Investigations Division (CID) worked a case that made local, national, and international headlines. A local minister reported that a hate crime had occurred at his house. He reportedly found his front porch and vehicle burned. Racial slurs were spray painted on his property. A Chesterfield County detective, local FBI personnel, and the Chesterfield Fire & EMS Fire Marshall's Office conducted an investigation that identified the minister as the suspect. He was arrested for two state felonies and by the FBI on a federal charge.

Highlights and Accomplishments Continued

CID worked a case involving the shooting death of a horse during the overnight hours of June 30, 2013. Chesterfield County Police detectives and Animal Services officers worked in coordination with Chesterfield County/Colonial Heights Crimes Solvers and the Virginia Department of Forensic Science to solve this case. During this investigation, a number of suspects were arrested for a string of seemingly unrelated larcenies from auto. In one of these cases, a handgun was stolen and subsequently recovered by police. About the same time, a Crime Solvers tip was received by police related to the death of the horse. The handgun was sent to the state lab and the results indicated similarities related to the weapon used to kill the horse. Detectives conducted numerous interviews and subsequently arrested a person for felony maiming/killing of livestock and misdemeanor reckless handling of a firearm.

In October 2013, a senior forensic investigator responded to the Prince Jeweler's at the Chesterfield Towne Center in reference to a robbery. She was the sole investigator responsible for processing this crime scene and was able to collect seven latent prints from the scene. After identification of the latent prints by the latent examiner, she was able to complete a photo lineup to be administered to the complainant. The suspect in this incident was ultimately arrested and charged federally for both robbery and firearm charges based on the fingerprint identification. The suspect in this case chose a jury trial in the U.S. District Court for Eastern Virginia, which required the senior forensic investigator to meet with the assistant U.S. attorney in regard to this case before trial. The trial took place on March 10-11, 2014, and, due in part to the senior forensic investigator and the latent examiner testimony on the stand, the suspect was convicted. The assistant U.S. attorney said the senior forensic investigator and the latent examiner greatly assisted in the successful prosecution of the suspect.

On March 17, 2014, an intruder attempted to gain entry to a family's residence by using a glass cutter to open a rear door. When that failed, the intruder used a .22-caliber weapon to shoot out the rear window and gain entry. This intruder shot and killed a 27-year-old resident as he slept in his bed. The killer then moved to a hallway and shot multiple rounds in close quarters with the intent to kill other members of the family; he missed by inches. After exchanging gunfire with a family member, the suspect fled the scene. Sixty-three items of evidence were collected by the Forensics Unit at the murder scene. For the next 47 days, police had a "who done it." Detectives conducted hundreds of interviews in attempts to develop a lead. Days were spent conducting neighborhood canvases, searches of woods and analysis of records, and requesting dozens of court orders for cellular records and documents. One detective worked for nearly one month straight with no days off. On May 2, a key witness was developed; this witness identified a 24-year-old male as the lead suspect. Forty-seven days later – three months after the violent murder – the suspect was arrested and charged with the death. In those 47 days: 24 search warrants had been executed, 59 additional pieces of evidence had been collected, and thousands of man hours of surveillance were conducted by TIU to learn the suspect's every move. The FBI Richmond Office initiated a case, providing key assistance in forensic analysis of computers. The ATF provided invaluable assistance regarding weapons. Witnesses and

Highlights and Accomplishments Continued

evidence testimony was submitted on two separate occasions to the multijurisdictional grand jury. Three separate interviews were conducted with the suspect; the last, on the day after his arrest, lasted more than four hours.

Special Investigations Division:

In the past year, the Vice and Narcotics Unit has investigated numerous cases involving cocaine, heroin, methamphetamine, and marijuana distribution within Chesterfield County. By the end of the fiscal year, the unit was responsible for seizures of drugs that carried an estimated street value of \$2,710,223 and cash assets valued at \$576,880, along with other vehicle and property seizures. The unit seized 63 firearms, investigated 209 assigned RMS reports, reviewed and/or worked 313 Crime Solvers and community member tips, served 100 search warrants, and made 435 criminal arrests. Cash seizures were up 58 percent, drug seizures were up 270 percent, firearm seizures were up 117 percent, and criminal arrests were up 88 percent over the last fiscal year. This increase can be attributed to strong leadership and an increase in team cohesion within the unit, as well as joint enforcement partnerships with local offices of the Drug Enforcement Agency, U.S. Postal Service, and Homeland Security Investigations.

During 2014, Covert Operations was expanded to a strength of two sergeants and 10 detectives. This expansion has greatly enhanced the unit's ability to multi-task and conduct surveillance of multiple targets simultaneously. This further allowed the unit to more quickly address requests from CID. It has also allowed Covert Operations to maintain 24-hour surveillance of suspects without needing to use other units, as has been required in the past. This was required in multiple investigations during the time period. Covert Operations was responsible for apprehending 18 suspects, who were charged with 125 crimes in Chesterfield County, and clearing 27 reports.

Through initiatives, special projects, and identified crime trends, the Fugitive Section has consistently kept the number of active police department felony and misdemeanor warrants below 900. In 2014, the Fugitive Section has been responsible for serving 623 felony and 104 misdemeanor Chesterfield warrants, representing the arrest of 357 suspects. The Fugitive Section continues to be an important part of the Capital Area Regional Fugitive Task Force with the U. S. Marshal's Office. In the first six months of 2014, this task force was responsible for the arrest of 485 suspects on 971 charges.

The Multi-Jurisdictional Special Operations Group has continued to develop and strengthen its working relationship with local, national, and federal partners. This has allowed the unit to be influential in the creation of new laws to address the illegal cigarette trafficking trade, be creative in the enforcement of related laws to address these crimes, and use these partnerships to enhance its ability to seize property and monies related to these issues. The unit has further identified other ancillary crimes, both property and violent, that have accompanied these organized criminal activities, and is a source of assistance to the other detectives investigating these offenses.

During 2014, Asset Forfeiture seized cash assets totaling approximately \$550,000, with a large percentage being forfeited. Fifty vehicles were seized, with 13 being forfeited. Some cases are still outstanding in circuit court, so these totals could continue to increase.

Highlights and Accomplishments Continued

Administrative Support Bureau

Personnel & Training Division:

The Position Readiness Education Program (PREP) is designed to provide personnel with the opportunity to develop skills that will aide them in achieving their individual professional goals. A combination of training sessions provided by the Chesterfield County Police Department and Chesterfield University and assignments allows them to gather valuable knowledge and experience in select areas of law enforcement. Currently, certificate programs have been established for vice and narcotics investigations, criminal investigations, community policing and crime prevention, SWAT and aviation. A supervision program is currently being developed.

All officers and sergeants assigned to the Uniform Operations Bureau are being equipped with an electronic control device (TASER). The Training Unit has been responsible for delivering the basic training and providing logistical assistance.

Two-hour training classes have been developed to allow officers an opportunity to obtain additional training without creating a negative impact on operational staffing levels. Twenty-two different classes have been developed. Sixty-two sessions were offered during the fiscal year ending June 2014.

The spring firearms training was extended to an eight-hour day (from two) and incorporated enhanced training in active shooter response. This was accomplished in a manner that did not have a negative impact on operational staffing levels.

The existing computer lab was upgraded and redesigned so as to accommodate more students and create an environment more conducive to learning. This upgrade was a significant modernization that will not only assist in current training efforts, but will also prove to be a valuable recruiting tool.

Thirty-four officers graduated from two separate academies that were conducted during fiscal year 2014.

Information Services Division

Implementation of the Criminal Justice Information Service (CJIS) Security Policy has required a significant work effort. Numerous changes and additions were made to department policies 1-21 and 1-22 to meet CJIS requirements and mandates. Division staff members assumed various leadership roles working with fellow department members, county Informational Systems Technology (IST), other county departments' staff members, and the Virginia State Police as the police department continues to move towards CJIS compliance.

Systems Support staff worked closely with the Property and Evidence Unit staff, county IST, and the vendor to facilitate and support the completion of the FileonQ project. The implementation of the database software allows for accurate logging and tracking of all property and evidence items that come into the possession of the police department.

Highlights and Accomplishments Continued

The division had two new Records Management System (RMS) executables this year. The first was RMS 8.31, which added the county address web service and CJIS splash screen and disclaimer, and fixed miscellaneous minor problems. The second was RMS 8.32, which updated the CJIS splash screen and disclaimer, and added new street types and a field for apartment and lot numbers. History was also updated to reflect these changes and updates. The updates allow for a more accurate, efficient, and secure records management system. It also aids in the department's ability to comply with federal and state security mandates.

Systems Support staff worked closely with OPS staff, county IST, and the vendor during the final stages of IAPro Blue Team implementation and training. IAPro is software that electronically houses, manages, and organizes many of the administrative functions of the OPS office, specifically internal investigations, use of force incident review, and police vehicle crash review. The software will eliminate the need for paper forms and files, and make the overall administrative processes surrounding these functions much more timely, efficient, and auditable.

Division staff facilitated the purchase of PowerDMS development licenses for OPS and additional command staff licenses. Systems Support staff worked with OPS staff and the vendor to determine application requirements and support. PowerDMS is a web-based document software program the department will use to house, organize, and manage its policy and SOP manuals. It will enable each department member to have their own account to access the manuals. The program also allows new and updated policies to be electronically delivered in an efficient manner with a complete audit trail for historical purposes. The first phase of the implementation was its use by police command staff to review new and revised policies (this was deployed in June 2014). The second phase will be the dissemination of policies and SOPs to all department members through PowerDMS and the management by OPS solely through this system.

Operational Support Bureau

Management Services Division:

The Management Services Division managed the department's preparation, response, and recovery during significant tropical and winter storms that impacted the county during the year. The division operated as the Emergency Operation Center (EOC) representation during all briefings and after action responsibilities.

The homeland security & operational preparedness coordinator participated in the Central Virginia Emergency Management Alliance (the former UASI) Law Enforcement Sub-Committee, as well as the Chesterfield County School Safety Task Force. The coordinator also participated in the successful multijurisdictional NDMS (National Disaster Medical Services) required drill at the Chesterfield County Airport. Continued training in the area of an All Hazards Incident Management system will aid in the team member's becoming fully certified.

Highlights and Accomplishments Continued

The division also managed the publication of the 2013 Chesterfield County Police Department Annual Report and handled many media request over the course of the year.

During the course of this year, the division was able to fill the vacancy in the Crime Solvers program. The scholastic detective position was filled and Crime Solvers was better able to extend its activities in the schools. The program is an important resource that establishes a partnership between the police department, community members, and the media to enhance the department's ability to solve crime through anonymous tips. Increasing the membership on the Crime Solvers Board of Directors has been a focal point. During the year, several new members were added.

The division captain also continues efforts with the fire department as the co-chair of the Police/Fire Workgroup. The group is currently working to finalize a new Active Threat Policy.

In September 2013, the Property and Evidence Unit implemented a new evidence management program that utilizes a barcode system to identify and track every piece of evidence. This new system, the File-on-Q Evidence Management System, is more efficient and modernized when compared to the older mainframe system that was in place to manage over 39,000 pieces of evidence and property. Chesterfield County Internal Audit conducted an audit at Property and Evidence immediately following the implementation of this new evidence management system and they were very impressed with the new process and commended the unit on a perfect audit that resulted in no recommendations.

In March 2014, a new clothing contract was awarded; this contract was very different from previous clothing contracts. This new contract allows the department to purchase Class A uniforms in bulk and store them instead of paying a vendor to store them. The department also switched to new pants that have expandable waistbands, so the department has to stock only every other waist size (hemming of the pants was included in the cost of the pants from the vendor). In the past, the contract was only awarded to one vendor based on the overall best price for everything the department purchases. This contract was awarded line by line to the vendor that had the lowest price for each particular item. Changing the way the department awarded the contract saved more than \$39,000.

Community Services Division:

The police department had 108 Chesterfield County communities participate in the 2013 National Night Out. The department received an award from the National Association of Town Watch for placing sixth in the nation and first in the state in Category 1 for National Night Out. This category consists of cities or counties with a total population of 300,000 or more.

Chesterfield County Police, in cooperation with Substance Abuse Free Environment (SAFE), have made medication take-backs a priority. Through an agreement with the DEA, local police have taken back and safely disposed of 2,882 pounds of unused and unwanted medications collected from 981 participants. Six medication take-backs, and one elementary school pick up, were held in

Highlights and Accomplishments Continued

FY2014, and these events will continue to be scheduled in the future throughout Chesterfield County.

Between September 2013 and June 2014, child safety officers presented a total of 5,057 STEPP (Success Through Education and Proactive Policing) lessons to 26,867 elementary students in all 38 elementary schools, and spent 3,879.5 hours assisting with elementary school traffic and school security. They also assisted at a total of 23 events, in which 3,128 community members were involved.

Animal Services

The Animal Services Unit began a program in March 2014 called “Free Ride Home,” which is designed to have every dog or cat tagged or micro chipped. If any animal with a tag or microchip is lost or running at large, officers will take the animal back to its owner at no charge. This program was promoted on Facebook and in the local media. It has been a positive success for the unit. Staff in the unit are tracking the number of return-to-owners in the field to gauge its success in the future.

The Animal Services Unit’s Facebook page continues to be a success by providing community members with educational material and pictures of dogs or cats up for adoption. The response from the comments and shares present a positive image for the police department and the Animal Services Unit. Other organizations and animal welfare organizations are using the site as a model and their comments have been positive.

The Animal Services Unit became a partner with Maddie’s Pet Adoption Days. The first event for the metro Richmond area took place May 31-June 1, 2014. Spearheaded by the Richmond SPCA, Maddie’s Pet Adoption Days was a great success for metro Richmond government facilities and rescue organizations. The Animal Services Unit adopted out 85 dogs and cats from the shelter in the two-day event. There were 43 dogs and cats who each qualified for a grant from Maddie’s Fund. Those funds will be used to spay and neuter other dogs and cats for off-site adoptions and special events.

The Animal Services Unit continues to work with rescue organizations, corporate business partners, and county agencies to enhance adoptions of homeless animals and educate the community on animal welfare. The Chesterfield County Library and the Animal Services Unit began planning for the Read 2 Feed program in the fall of 2013. The kickoff for the event was June 14, 2014. Members of the community joined the Summer Reading program to help feed the dogs and cats at the shelter. This program includes children, teens, and adults. The shelter dogs and cats receive free meals from Southern States. This is the 15th year Southern States has supported this program.

The Animal Services Unit continues to partner with the Chesterfield County Humane Society to help county residents. The Humane Society began several new programs this year to promote homeless dogs and cats at the shelter. The Humane Society is providing sponsorships from residents in the county to provide a no-fee adoption on dogs and cats that need promotions to help them find a home. In addition, they are promoting the Animal Services Unit’s “Free Ride Home”

Highlights and Accomplishments Continued

program by selling tags to county residents so Animal Services officers can return the dogs or cats to their rightful owners and keep pets from coming to the shelter. “Food for Paws” continues to be a stable program that keeps animals from being abandoned or turned in to the shelter. The Humane Society continues to fund this program.

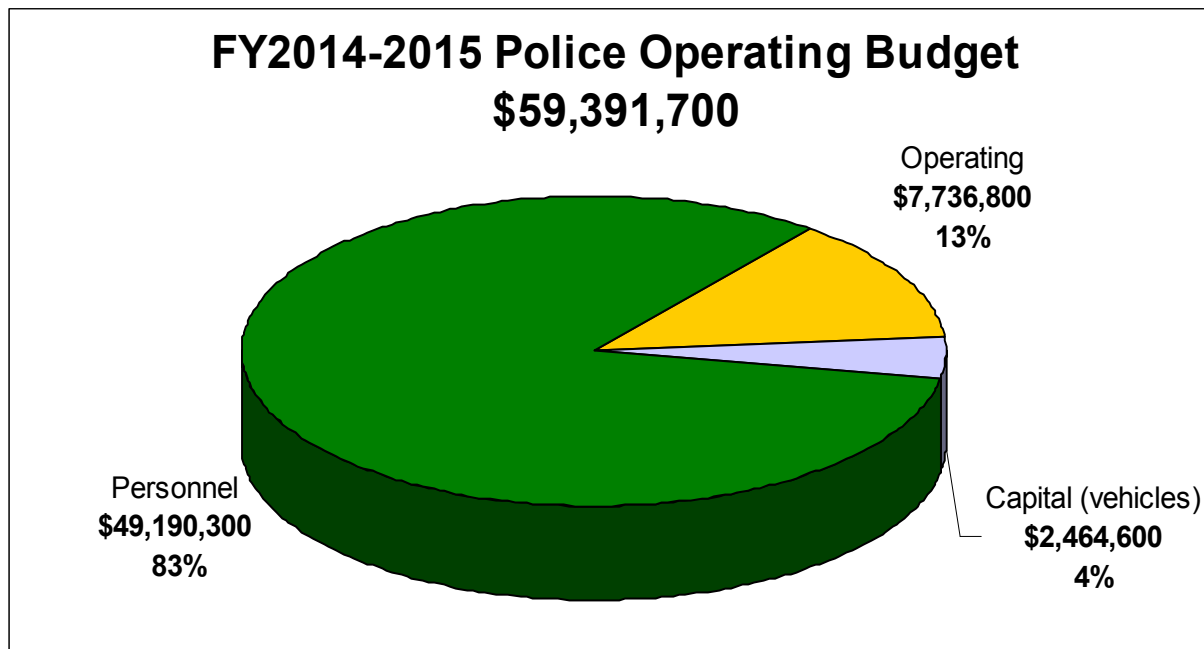


Departmental Performance Plan Budget Analysis

The results of the 2012 Citizen Satisfaction Survey for Chesterfield County were published in January 2013. In the personal safety area, the two highest scoring areas were safety in the home and safety in the schools. The overall safety index was 92 percent.

The police department continues to have good fiscal policy and strives to operate efficiently and economically within its allocated budget, but it is only through additional funding that major issues can be adequately addressed and the department's objectives achieved. In FY2014-2015, there were numerous positive steps taken by county administration. These steps included funds for career development and a 1 percent merit increase for all eligible employees. In addition, the department received funding for six new patrol officer positions (two for campus resource officers at John Tyler Community College). Furthermore, funds for the capital replacement program and funds for police equipment were restored to prior levels.

In keeping with Chesterfield County's vision to be a recognized leader in local government across the commonwealth, the police department continues to be one of the most efficient and productive law enforcement agencies in the state.





Departmental Performance Plan Benchmarking

The Police Department continues to improve performance by identifying and applying best demonstrated practices within law enforcement. One of the methods utilized by the department to measure performance is benchmarking. The following charts show the comparisons among Virginia counties with similar population and size.

2013 Locality Comparison Chart:

County	Population	Square Miles	Crime Rate	Total Sworn	Ratio of Officers per 1,000 population	Officer per Square Mile
Chesapeake	232,977	340	6423	384	1.66	1.13
Henrico	316,973	233	4811	606	1.92	2.60
Prince William	422,716	336	3687	565	1.34	1.68
Chesterfield	329,950	446	4963	485	1.49	1.09

Source: Crime Rate from Crime in Virginia 2013 (published annually by the Virginia State Police) Online publication: [http://vsp.cache.vi.virginia.gov/downloads/Crime in Virginia 2013.pdf](http://vsp.cache.vi.virginia.gov/downloads/Crime%20in%20Virginia%202013.pdf)

Note: These figures will not match Chesterfield Police Key Measures, as these figures are extracted from the latest Crime in Virginia book to prepare a static locality comparison.

FY2015 Cost per Capita Locality Comparison Chart:

County	FY2015 Budget	Actual Population	Cost per capita
Chesapeake	\$51,044,186	230,571	\$221.38
Henrico	\$67,469,221	318,611	\$211.76
Prince William	\$96,010,296	438,580	\$218.91
Chesterfield	\$59,391,700	327,745	\$181.21

Source: Budget figures from other localities retrieved from websites.

Actual population data from Police Information Services Division 11-12-2014.



Departmental Performance Plan Future Outlook and Analysis

HOW MAY DEPARTMENT PROGRAMS & OBJECTIVES CHANGE OVER TIME TO BETTER ALIGN WITH THE COUNTY'S STRATEGIC PLAN GOALS GIVEN FUTURE OUTLOOK?

Throughout the year, the police department continued to align its many programs and initiatives to meet both its goals and the county's strategic goals. Each year, the chief of police, deputy chiefs, and bureau commanders work with the Finance Unit to complete the Departmental Performance Plan. The plan includes department goals, statistics and workload indicators, highlights and accomplishments, and future challenges. Each year, new resource requests are identified, prioritized, and submitted for review and approval through the planning process.

HOW IS THE DEPARTMENT ADDRESSING AND/OR PLANNING TO ADDRESS UNFUNDED NEEDS, CRITICAL ISSUES, CHANGES IN LEGISLATION, OR OTHER FUTURE FINANCIAL CONSIDERATIONS?

The Finance Unit is working closely with the chief of police, deputy chiefs, and command staff to identify and monitor unfunded needs. A review of all line-item expenditures is completed annually and any budget savings are identified, and, if appropriate, a reallocation of funds within the police department target is completed at that time. The department continually reviews current-year expenditures against budget figures, as well as reviews all aspects of police operations, ensuring that it is attempting to address future challenges. The department is committed to maintaining its high standard of quality, responsiveness, and essential services to the community, even with ongoing budget reductions.



Departmental Performance Plan Future Challenges

In the coming years, the police department will face several major challenges that will affect its ability to provide quality service. This Departmental Performance Plan addresses strategies for coping with the affect these issues will have on the police department and the service it provides.

Future Challenges - Police Department

1. Employee compensation
2. Maintaining adequate staffing levels to meet increased demands for service
3. Employee hiring and retention
4. Inability to meet the technological demands of the department due to budget restraints and the pace at which technology changes
5. Maintaining the department's high level of fiscal responsibility with ongoing demands for budget reductions
6. Vehicle traffic and traffic-related problems
7. Serving multi-lingual communities
8. County and student population growth and increased demand for services
9. Reviewing technologies and software to enhance efficiencies for department members, as well as members of our community, and transferring processes to electronic methods, when practical

*Chesterfield
County*



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan Future Challenges

Future Challenges - Animal Services

1. Repair and renovate shelter facility to meet all standards as set by the directives of the state veterinarian
2. Ability to provide medical treatment, cleaning supplies, and food for the growing number of animals being brought in due to the new philosophy of no euthanization of healthy animals
3. Maintaining adequate staffing levels to meet increased demands for service